



Military Review

2 Surrendering the Initiative? C2 on the Digitized Battlefield

Captain Jim Dunivan, U.S. Army

On the battlefield leaders make decisions in the midst of great uncertainty, demonstrating adaptability, independence, and creativity as they plan operations. The Germans called this concept "auftragstaktik." However, battlefield digitization is ushering in detailed control, fraught with indecision, centralized execution, and stifled battlefield initiative. To counter these, the Army must remain focused on the results of combat power and not be dazzled by technology.

11 The Case for a Joint Military Decisionmaking Process

Colonel Joseph Anderson, U.S. Army, and Colonel Nathan K. Slate, U.S. Army

After the failed attempt to rescue U.S. Embassy hostages held by the Iranian Revolutionary Guard in 1980, Congress decided that the armed services needed to overcome their historic aversion to working together as joint forces. Although the services have made great strides since the 1986 Goldwater-Nichols Act facilitated a more joint perspective, they still have major hurdles to overcome.

20 Decision Navigation: Coping with 21st-Century Challenges in Tactical Decisionmaking

Lieutenant Colonel Dennis T. Gyllensporre, Swedish Army

Information-Age paradigm shifts have made Newtonian decisionmaking nearly obsolete. "Decisionmaking navigation" is a method to overcome the limitations of traditional decisionmaking by allowing the commander to make more timely, accurate, and intuitive decisions and take advantage of windows of opportunity. Gyllensporre identifies Union Major General Ulysses S. Grant has a superb "battle captain" and expert decision navigator.

32 Diehard Buildings: Control Architecture—a Challenge for the Urban Warrior

*Lieutenant Colonel Lester W. Grau, U.S. Army, Retired, and
Lieutenant Colonel Geoffrey Demarest, U.S. Army, Retired*

Control architecture is the reasonably unobtrusive use of building design and landscaping to control the flow of traffic—human and vehicular. Every city has a unique heritage with a unique urban layout based on its evolving history of security threats to its citizens. Where planners correctly address such threats, urban design proves successful.

41 The Army and Embedded Media

Lieutenant Colonel Tammy L. Miracle, U.S. Army

In Operation Iraqi Freedom, approximately 500 journalists, photographers, and news crews ensure that the media receives every opportunity to observe actual combat operations. Pros and cons surround the program, but the bottom line is that embedding journalists provides an opportunity for the world to see the American soldier's dedication to his mission.

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46 Military Decisionmaking in the First Russian Peacekeeping Separate Airborne Brigade

Major Donald R. Baker, U.S. Army

Since the end of the Cold War, the world has become a different place. Today the Russian Army and the U.S. Army are working with and learning from each other. Much is still the same, however. In the military decisionmaking process, the U.S. Army depends on an interactive commander and staff process; the Russians depend on the decisionmaking abilities of a strong commander.

51 Maritime and Expeditionary Dominance: Great Britain's Legacy to 21st-Century Strategy

Commander John Trost Kuehn, U.S. Navy

The efficacy of sea power and the utility of commanding the sea became vital topics of debate as Great Britain wrested maritime control from the Spanish and prevented Napoleonic France from becoming master of the seas. British strategy proved remarkably flexible in meeting the nation's needs. A similar approach might provide the United States the same long-term benefits.

56 The 24th Infantry Regiment: The "Deuce-Four" in Korea

Lieutenant Colonel Bradley Biggs, U.S. Army, Retired

In July 1950, U.S. Army Lieutenant Colonel Bradley Biggs, Retired, was a 29-year-old captain and commander of L Company, of the all-black 24th Regimental Combat Team that attacked Yechon, South Korea. Using speed and surprise, the 24th produced the first U.S. victory in the Korean war during a time when the political climate in Washington, D.C., led to inadequate combat readiness in the armed services.

66 Distance-Learning: First CAS3 Class Outcomes

*Colonel Walter R. Schumm, Ph.D., U.S. Army Reserve, Retired, and
Lieutenant Colonel David E. Turek, U.S. Army Reserve, Retired*

In January 2000, the Institutional Training Division's Professional Development Brigades conducted a pilot distance-learning version of CAS3 for RC classes to determine its suitability for AC classes. The study revealed several concerns, but it also revealed DL's advantages.

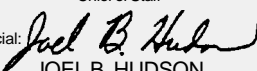
Review Essay

71 Searching for Heroes

Major Herman Reinhold, U.S. Air Force

73 Book Reviews *contemporary readings for the professional*

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